

NL310 SYLLABUS

MWF Date	Day		Topic	Required Reading (MHS=ebook, SL=Saltwater Leadership, O=Other in the form of pdf, document, or hyperlink)	Assignments / Key Events Green: Assigned Red: Due
Week 1					
13-Jan	Th		Course Introduction/Course Overview Leadership Process	MHS: Ch. 1 (pgs. 16 – 23) The Interactional Framework for Analyzing Leadership SL: O: Ch 1: Leadership as a Process	Intro Counseling Project Intro Reflection Assignment
Lesson Objectives		<ul style="list-style-type: none">Describe course expectations regarding objectives and assignments, as well as policies and behavioral expectations.Define the term “leadership” and descr be the social nature of leadership.			
Week 2					
18-Jan	Tu		Leadership Process: Outcomes and Effectiveness	MHS: Ch. 1 (pgs. 31 – 33) There is No Simple Recipe for Effective Leadership; Summary O: “Dark Side of Leadership” (Padilla et al., 2007)	
Lesson Objectives		<ul style="list-style-type: none">Describe the concept of leading intentionally.Describe what it means to be an effective and ineffective leader.Identify the difference between leader emergence and leader effectiveness.Understand how effectiveness is measured through Results and Retention.Describe the pitfalls of managerial Incompetence and Destructive Leadership.			
20-Jan	Th		Ethical Leadership	MHS: Ch. 5 (pgs. 153-159) O: “Moral Person and Moral Manager” (Trevino et al., 2000)	Reflection 1 Due
		<ul style="list-style-type: none">Describe ethical leadership and how its definition applies to the leadership process.Understand how the dual roles of moral person and moral manager contribute to ethical leadership.Explain the leader’s role in creating and sustaining an ethical climate.			
Week 3					
25-Jan	Tu		Warrior Toughness Intro: Hardiness, Grit and Resilience	MHS: O: NL110 Warrior Toughness Chapter 1 MHS: SL: Decisive Action (79) O:	Counseling CP 1 Due
Lesson Objectives		<ul style="list-style-type: none">Identify the three pillars of Warrior Toughness.Understand the concepts of Hardiness, Grit and Resilience and how they apply to Warrior Toughness.			
27-Jan	Th		Warrior Toughness: Stress and Personal Growth	MHS: O: Resilience under Military Operations (Bartone, 2006); Human Factors in Combat (DiGiovanni)	
Lesson Objectives		<ul style="list-style-type: none">Apply Hardiness, Grit and Resilience to individual growth and development.Describe the human factors that influence individual and unit effectiveness in high stress operations.Describe physical and psychological reactions during and after high stress operations.Describe the effects that military operations put on an individual and an organization (both combat and non-combat operations).			
Week 4					
1-Feb	Tu		Critical Thinking and Diversity and Inclusion	MHS: O: “Critical Thinking Tools and Concepts” (Paul & Elder, 2006) and “Critical Thinking for the Military Professional”; Report – DOD Board on Diversity and Inclusion Report (pgs. vii – xi) Executive Summary; Website – USNA ODEI (mission) Strategic Plan – USNA's Strategic Plan 2030 (Attr butes of a Naval Academy Graduate)	
Lesson Objectives		<ul style="list-style-type: none">Understand critical thinking and how it can be used to pivot to different points of view.Describe the practical benefits of diverse teams.Describe ways to participate, lead, and understand difficult topics related to race.			

			<ul style="list-style-type: none">Describe diversity at the Naval Academy and the effectiveness of recent efforts to educate midshipmen to the importance of having an open dialogue regarding inclusion.			
3-Feb	Th		Intelligence and Personality: Intelligence Types/Emotional Intelligence	MHS: Ch. 6 (pgs. 169 – 176) – Leadership Attributes, Personality Traits and Leadership Ch. 6 (pgs. 184- 202) Emotional Intelligence and Leadership, Intelligence and Leadership		
Lesson Objectives			<ul style="list-style-type: none">Identify the personality traits associated with the Five Factor Model.Describe the role of personality in leader emergence, effectiveness, and derailment.Explain how personality and intelligence influence leader and follower behaviors.Explain how personality and the situation interact to influence behavioral choice.			
Week 5						
8-Feb	Tu		Emotional Intelligence	O: “What Makes a Leader” (Goleman, 1994)	Reflection 2 Due	
Lesson Objectives			<ul style="list-style-type: none">Describe Emotional Intelligence and how it affects the leader-follower relationship			
10-Feb	Th		Bias	MHS: Ch. 2 (pgs. 40 - 49) Leader Development, The Action-Observation-Reflection Model O: “Kahneman on big decisions”		
Lesson Objectives			<ul style="list-style-type: none">Describe sources of cognitive biases in perception and how to defend against them as a leader.Describe the influence of cognitive bias on the spiral of experience.Describe the positive and negative effects of cognitive bias.Describe how bias can affect the Leader-Follower Relationship.			
Week 6 (Academic Reserve Week)						
15-Feb	Tu		6 Week Exam			
Lesson Objectives						
17-Feb	Th		Power and Influence: The Leader’s Tool	MHS: Ch. 4 (pgs. 101 – 107) Introduction, Some Important Distinctions, Sources of Leader Power Ch. 4 (pgs. 108 – 119) A taxonomy of Social Power, Influence Tactics; Ch. 4 (pgs. 122-129) Summary SL: <i>Stick To Your Convictions (104-105)</i> O: “The Bases of Power” Video: Milligram experiment YouTube Video		
Lesson Objectives			<ul style="list-style-type: none">Identify and define the five bases of social power.Identify and apply the nine influence tactics to the bases of power.Describe the influence of social power and influence tactics on effective leadership and providing performance feedback.Identify the role of legitimate power in military leadership.			
Week 7						
22-Feb	Tu		Motivation	MHS: Ch 9 (pgs. 313 – 325) Introduction, Defining Motivation, Understanding and Influencing Follower Motivation (subsection through Motives: How Do Needs Affect Motivation) O: Dan Pink: The puzzle of motivation TED Ta k		
Lesson Objectives			<ul style="list-style-type: none">Explain the influence of motivation on behavioral choices.Describe the relationship among an individual's motivation, performance and job satisfaction.Describe methods of influencing followers' motivation.			
24-Feb	Th		Motivation: Empowerment, Satisfaction and Engagement	MHS: Ch 9 (pgs. 326 – 341) Achievement Orientation, Goal Setting, The Operant Approach, Empowerment O: “Motivation and Facebook”, Jocko On Motivation		
Lesson Objectives			<ul style="list-style-type: none">Demonstrate an understanding of effective application of both Rewards and Punishments.Understand follower satisfaction and engagement and the methods to influence both.Identify how to use empowerment to improve performance and satisfaction.			
Week 8						
1-Mar	Tu		Warrior Toughness: Influencing Others	MHS: O: TBA		

Lesson Objectives			<ul style="list-style-type: none">Explain how leaders can prepare individuals for high stress operations.Describe ways leaders can influence Hardiness, Grit and Resilience in others.		
3-Mar	Th		Goals: Goal Setting and Feedback	MHS: Ch. 12 (pgs. 460 – 461) – Setting Goals O: With Goals, FAST goals beat SMART goals (Sull & Sull, 2018) ; “Getting the Most Out of Your Roster” or “Self-Determination and Grit” (Duckworth & Gross, 2014)	Reflection 3 Due
Lesson Objectives			<ul style="list-style-type: none">Identify and demonstrate best practices in goal setting.Describe the role of goal setting in leader effectiveness.Identify FAST goals and its use in performance management.Identify how to use empowerment to improve performance and satisfaction.Describe the role of setting goals and providing performance feedback in leader effectiveness.		
Week 9					
8-Mar	Tu		Instructor Day / Goals: Counseling	MHS: O:	
Lesson Objectives			<ul style="list-style-type: none">Counseling Project Review and Goal Setting Implementation.Instructor Driven		
10-Mar	Th		Performance Management:	MHS: Ch. 9 (pgs. 384 – 395) – Understanding and Managing Follower Performance and Teams and Organizational Effectiveness Ch. 12 (pgs. 477 – 481) – Delegation O: “To be a great leader, you have to learn how to delegate well” (Sostrin, 2017) (OPTIONAL) How to approach delegation video	
Lesson Objectives			<ul style="list-style-type: none">Describe the Performance Management CycleDescribe the role of delegation in leader effectiveness.		
14-18 March – No Classes (Spring Break)					
Week 10					
22-Mar	Tu		Performance Management and Intro to Feedback	MHS: Ch. 12 (pgs. 481 - 487) - Coaching Ch. 12 (pgs. 462 – 466) Providing Constructive Feedback O: “Coaching for Change” (Boyatzis et al., 2019) “What good feedback looks like” (Chappelow & McCauley, 2019) OPTIONAL	
Lesson Objectives			<ul style="list-style-type: none">Describe the role of coaching in leader effectiveness and influencing follower motivation.Identify and demonstrate effective communication skills (including listening).Identify and demonstrate best practices in giving performance feedback.		
24-Mar	Th		Feedback: Evaluating and Counseling	MHS: O: “Fear of Feedback” (Jackman & Strober, 2003)	Counseling CP 2 Due
Lesson Objectives			<ul style="list-style-type: none">Describe the connection between Emotional Intelligence and Personality and providing effective feedback.Describe why a leader may fear providing feedback.		
Week 11					
29-Mar	Tu		Instructor Day	MHS: SL: <i>Skipper is Always Right (106-108)</i> O:	
Lesson Objectives			Instructor Driven		
31-Mar	Th		Teams: Groups and Norms	MHS: Ch 11 (pgs. 416 – 428) Groups, Teams, and Their Leadership; Individual vs. Groups vs. Teams; The Nature of Groups O: Impact of Leadership on Team Performance (Gadirajurret et al., 2018)	
Lesson Objectives			<ul style="list-style-type: none">Define what a team is and how it is different from a group.Identify team leadership functions.Explain how and why people classify themselves and others into social categories.Define group norms.		

			<ul style="list-style-type: none">Explain how group norms develop and change.		
Week 12 (Academic Reserve Week)					
5-Apr	Tu		12 Week Exam		
Lesson Objectives			<ul style="list-style-type: none">		
7-Apr	Th		Teams: Cohesion and Conflict	MHS: Ch 12 (pgs. 429 - 435) Teams (Effective Team Characteristics and Team Building) SL: We Don't Do Paperwork (118-119) O: "What Google Learned from Its Quest to Build the Perfect Team"; Lencioni 5 Dysfunctions of a Team	
Lesson Objectives			<ul style="list-style-type: none">Describe the positive and negative outcomes related to high diversity in teams.Describe the cognitive biases that result from group and social identity and how to avoid them.Define group cohesion.Explain the positive and negative outcomes related to strong group cohesion.Describe the role of different types of conflict in teams.		
Week 13					
12-Apr	Tu		Teams: Challenger Group Work	O:	
Lesson Objectives			<ul style="list-style-type: none">		
14-Apr	Th		Teams: Challenger Presentation		Challenger Group Presentation Due Intro Organizational Culture OR Culture Poster Group Assignment
Lesson Objectives			<ul style="list-style-type: none">		
Week 14					
19-Apr	Tu		Culture	MHS: Ch. 13 (pgs. 502 - 512) - The Organization (include highlight 13.6) Ch: 5 (pgs. 137 – 140) Values O: "How Leaders Embed Culture" (Schein, 2004)	
Lesson Objectives			<ul style="list-style-type: none">Describe how various aspects of the formal and informal organization influence leader effectiveness.Demonstrate the ability to diagnose and influence an organization's culture using Schein's model.Demonstrate the ability to distinguish between culture and climate.Describe how various aspects of the formal and informal organization influence leader effectiveness.		
21-Apr	Th		Culture: Organizational Values	MHS: O: "The Navy Ethos"; "CNO: Sailing Directions"; "CNO Navigation Plan"; "Officer's Commission" "The Profession of Arms", "Strategic Plan 2030"	Reflection 4 Due
Lesson Objectives			<ul style="list-style-type: none">Describe how the Navy governing documents influence leader behaviors and relate this to your development as a midshipman.		
Week 15					
26-Apr	Tu		Warrior Toughness: Leading Teams	MHS: O: TBA	
Lesson Objectives			<ul style="list-style-type: none">Explain how leaders can prepare their teams for high stress operations.Describe ways leaders can influence Hardiness, Grit and Resilience in their teams.		
28-Apr	Th		Popular Leadership Theories	MHS: Ch. 5 (pgs. 149 – 52) -Character-Based Approaches to Leadership Ch. 15 (pgs. 574 –593: SKIP THE HIGHLIGHTS) – The Emotional Approach to Organizational Change: Charismatic and Transformational Leadership OPTIONAL – "What makes leadership, leadership?" (Dansereau et al., 2013) – Abstract and pgs. 802-813 – Focus on each subsection about leadership.	Counseling CP 3 Due
Lesson Objectives			<ul style="list-style-type: none">Identify the leader behaviors and outcomes associated with popular theories (adaptive, authentic, charismatic, ethical, LMX, servant, and transformational leadership theories).Develop an understanding of popular leadership theories and how they affect the leadership process and individual leader development.		

Week 16					
3-May	Tu		Culture Assignment Presentation Day / Course Wrap-Up & SOFs		Culture Poster Group Assignment Due
Lesson Objectives		•			